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Decentralization and Local Governance Program

DECENTRALIZATION AND LOCAL GOVERNANCE PROGRAM **PROGRAMA DE DESCENTRALIZACIÓN Y GOBERNABILIDAD LOCAL**

Monitoring and Evaluation Plan: Decentralization and Local Governance Program in Guatemala

January 2005 – December 2009

Submitted to:
USAID/Guatemala

September 21, 2005

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PROGRAMA DE DESCENTRALIZACIÓN Y GOBERNABILIDAD LOCAL

MONITORING AND EVALUATION PLAN

JANUARY, 2005 –DECEMBER 2009

Submitted to:
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USAID/Guatemala

Submitted by:
DevTech Systems, Inc.
Contract No. GS-10F-0048L, Order No. 520-0436-05004
Central America and Mexico Strategic Objective 1: Ruling Justly: More responsive,
Transparent governance

SEPTEMBER 21, 2005

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Introduction

The Monitoring and Evaluation Plan (M&E) is an integral part of the USAID Decentralization and Local Governance Program (PDGL, acronym in Spanish). As illustrated by the content of this plan, the PDGL team is committed to a rigorous and participatory approach towards monitoring and evaluation. This plan is more than just a tool to collect and report on data. It will be an integral part of program management by providing continuous feedback on effectiveness and performance. Monitoring and evaluation will inform timely and relevant decision-making for program implementation.

The targets established in the Monitoring and Evaluation Plan are directly related to the results of the Baseline Study (conducted in May 2005) and also to the priorities established by mutual agreement in the Memorandums of Understanding (MOUs) signed with the municipalities, mancomunidades, and Program partners at the national level. The target dates during the life of the Program respond principally to the MOUs, but are also reflective of the *process* of accomplishing some of the Lower Level Results (LLRs) and to the team's knowledge of operating realities at the local level.

The close monitoring of the results of the Program is part of a broader *evaluation of process* that includes a description of measurement of progress in quantitative terms, and verification and evaluation of the degree to which the Annual Work Plans achieve the established targets. The M&E is more comprehensive than a report card on the year, and instead is focused on the cumulative effects of program interventions. For example, certain Lower Level Results will not be accomplished until 2007; nonetheless, the activities detailed in the Work Plans in order to accomplish these results will take place in 2006. Such activities will be captured by the M&E Plan throughout the life of the program.

A Work Plan is more than a simple list of activities. It is the roadmap, designed by the Program team, to be followed in order to accomplish the targets for each LLR, Intermediate Result, and the Strategic Objective (SO) of the Program, as established in Contractor's Statement of Work (SOW).

This revised Monitoring and Evaluation Plan being presented for consideration by USAID in August 2005 in order to incorporate the revised Contractor Scope of Work (SOW) formalized in Modification Number 1 dated 12 August 2005. This Monitoring and Evaluation plan is directly linked to the Annual Work Plan for the period October 2005 – September 2006 submitted on 12 August 2005. It also fulfills the requirement for a life of Program M&E Plan.

The structure of the M&E is in accordance with the terms stipulated in Section E of the Contract Scope of Work and the 2001 USAID Performance Management Toolkit. The PDGL Deputy Chief of Party (DCOP)—**Lic. Jorge Escoto**—designed the monitoring and evaluation plan with technical assistance provided (at no direct cost to the contract) by the DevTech senior economist and monitoring and evaluation advisor—**Dr. Phillip Church**.

I. Strategic Objective, Purpose and Intermediate Result

The overarching Central America and Mexico (CAM) strategic objective to which this program will contribute is *more responsive and transparent governance*.

The purpose of this program is to significantly improve capacity and resources made available to local governments to respond to citizens' needs for efficient and transparent delivery of basic services, security and employment so citizens can play a more active role in the decision making process and democracy.

The Intermediate Result to be achieved by this program is: *greater transparency and accountability of governments*. The Program will work to achieve the intermediate result by achieving three Sub-IRs and 25 lower level results (LLR) during the life of the project. Below, from the Program Contract are the list of Sub-IRs and LLRs that this program will seek to achieve.

LLRs Numbers	Sub Intermediate Results (Sub IRs) and Lower Level Results (LLRs)
<i>Sub IR 2.1: More transparent systems for management of public resources by local governments</i>	
2.1.1	SIAF-Muni fully implemented in selected municipalities.
2.1.2	Civil Registry System implemented in selected municipalities.
2.1.3	Certification Program for municipal financial managers developed and implemented in selected municipalities.
2.1.4	National level replication plan for municipal financial managers Certification Program promoted
2.1.5	Improved transparency in municipal procurement processes, procedures & systems (Guatecompras) in selected municipalities.
2.1.6	Internal audit units and financial management units (AFIMs) are operating effectively in selected municipalities and best practices developed are disseminated nationally.
2.1.7	Electronic tax roll system developed for USAID under previous decentralization program fully operational in selected municipalities and the system is disseminated at the national level.
2.1.8	Selected municipalities present sustained increase in own-source revenues.
2.1.9	Public-private partnership for local economic development (LED) functioning in selected municipalities and mancomunidades, based on USAID strategic planning methodology.
2.1.10	Critical basic municipal service improved in selected municipalities.
2.1.11	Cost recovery system improved in selected municipalities.
2.1.12	Municipal level planning improved in selected municipalities.
2.1.13	Planning process strengthened in selected mancomunidades
2.1.14	Selected mancomunidades are fully functioning and consolidated, with a formal structure and legal foundation, and regular meetings taking place that result in concrete activities that are jointly implemented.

<i>Sub IR 2.2: Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs</i>	
2.2.1	Increased transparency and efficiency in the system of intergovernmental transfers.
2.2.2	Pilot implementation of decentralization policy (and/or de-concentration efforts) in selected municipalities (and/or departments) & development of policies & procedures for successful national replication.
2.2.3	Better coordination between municipal investment and national social investment, especially those that complement USAID Programs in health, education, security, etc.
2.2.4	Policies and practices that regulate and stimulate responsible municipal indebtedness developed and disseminated nationally.
2.2.5	Municipal Tax Code (MTC) passed and implementation supported.
2.2.6	Ability of ANAM, AGAAI, and (possibly) select departmental associations to participate in national policy dialogue strengthened and opportunities for engagement identified.
<i>Sub IR 2.3: More opportunities for citizen participation in and oversight of local government decision-making</i>	
2.3.1	USAID Accountability and Citizen Oversight methodologies fully institutionalized in selected municipalities and disseminated broadly at the national level.
2.3.2	Leadership and conflict resolution and negotiation skills of local community and municipal leaders improved in selected municipalities.
2.3.3	Development councils functioning according to applicable Law in selected municipalities.
2.3.4	Innovative media and communication mechanisms to improve transparency of municipal operations in place in selected municipalities.
2.3.5	Participation in the 2007 elections, particularly for women and the indigenous in selected municipalities increased.

II. Methodology for determining annual targets

The Monitoring and Evaluation Plan (PM&E) is based fundamentally upon the results of the baseline study, conducted by the Program implementation team during the second and third weeks of May 2005. As part of this study, it was determined that each of the municipalities and *mancomunidades* would need one of three distinct levels of support from the Program. The three levels are **modest, moderate, and intensive** and initial assignments have been based on the results of the Baseline Study. Based upon this methodology, the annual targets are estimated according to the following:

1. Municipalities and Mancomunidades that require MODEST support

The municipalities and *mancomunidades* at a more advanced stage of development (those that have already advanced significantly in determined LLRs as determined by the Baseline Study) will require **modest** support from the Program, and are identified in Section VII of this document. These municipalities and *mancomunidades* are highlighted in the second column of each “*Annual Targets by Municipality (or Mancomunidad)*” chart with a mark in the column “*Baseline Condition*”.

These municipalities are included as targets in subsequent years given that the annual targets are cumulative. Nonetheless, support to these areas will be limited to the provision of technical assistance and a presence in the municipality to accompany processes, which is necessary in order to maintain the level of advancement already achieved and to continue upgrading and improving performance whenever possible.

2. Municipalities and Mancomunidades that require MODERATE and INTENSIVE support

In order to estimate targets for the years 2006-2009, the Program team evaluated four fundamental criteria:

- a. The existing conditions evidenced as part of the Baseline study.
- b. The priorities established in the signed MOUs.
- c. The technical viability and/or existence of priority alliances need in order to advance in each LLR.
- d. The dynamic balance between the number of municipalities and the technical areas supported in each geographic sub-region.

During the first years of the Program, targets by LLR are primarily limited to those municipalities that (according to the baseline study) were more advanced (requiring moderate support) in their development and identified the LLR as a priority intervention area. In a few cases, these two criteria were adjusted in order to take into account the geographic balance expected of the Program and/or the technical viability in certain municipalities. For example, the inability for certain municipalities to acquire necessary computer equipment in order to install necessary software and programs would impede progress in the LLRs, regardless of the effort of the Program team. For the final years of Program implementation, the municipalities and *mancomunidades* that were the least developed will be the focus of Program activities. These municipalities and *mancomunidades* are considered to require intensive support, over a period of multiple-years, in order to achieve the desired results.

3. Program Targets

Table 5 in [Section VI: Performance Tracking](#) provides a summary of planned and actual targets by LLR. In Column H the “# of Municipalities” figure indicates the total cumulative number of municipalities with which the Program will be working. This figure is then used to calculate the percentage of completion each year, or in other words, the percentage of municipalities that have achieved the identified lower level result. By the end-of-program, the total percentage indicated should be 100%. In addition, the targets for each LLR by municipality and *mancomunidad* can be viewed in [Section VII: Annual Targets by LLR](#) of this document. A similar cumulative figure can be found in third from bottom row of each LLR table.

NOTE: In accordance with Modification No. 1 to the Contract, achievement of the end-of-program results is measured in accordance to the number of municipalities and *mancomunidades* identified as receiving technical assistance under each individual LLR. Each municipality or *mancomunidad* will not receive the same type of assistance. Some municipalities and *mancomunidades* participate in all areas of the Program (as defined by the LLR) while others are participating in only discrete areas. For example, the Program team has estimated that Internal Auditing Units will only be established in a total of 5 municipalities during the entire life of the Program. This is principally related to the limitations of both financial and human resources at the municipal level and the legal role of the Treasury in exercising such functions. In this particular case, when the Program succeeds in creating Internal Auditing Units in five municipalities, the target will be met 100% (5/5) although the percentage vis-à-vis the total number of municipalities will only be 33% (5/15).

4. Interpretation of Target Indicators

In order to standardize the format for the presentation of targets and lower level results, each table in [Section VII](#) includes the following base information:

1. The *performance indicator* to be measured (what to measure).
2. The detailed *definition* of the Performance Indicator (how to understand)
3. The *unit of measure* that will be used to determine the achievement of targets (how to measure).

The achievement of targets shall be evaluated based on:

1. The strict conceptual adherence to the three base information categories listed above.
2. The degree, to which targets are exceeded, based on the “% of target achieved” calculation, which is based on the target number of municipalities and *mancomunidades* for each lower level result.

III. Procedures for indicator data collection and analysis

The Contractor will collect data from three sources of information for measuring, analyzing and reporting performance indicators for each intermediate result:

- Project administrative information maintained on each activity and deliverable will provide basic indicator data confirming completion and date of completion.
- Official statistics reported by GOG nationals and local government agencies.
- Spot field survey checks for administrative data verification will be conducted by DevTech staff trained in methods of sampling. These reports will be used to validate the accuracy and quality of indicator data and to provide recommendations for improved program implementation.

IV. Schedule for Reporting Progress towards Results Targets

The Contractor will produce annual reports detailing the progress towards specific quantitative targets for each Sub IR and LLR. However, since it was not possible to establish targets for the first year (that covers the period January – September 2005) due to the ongoing nature of the Baseline Study and the final negotiation of the Scope of Work, the first annual report will be more descriptive in nature, detailing main accomplishments during the period. According the SOW, the first Monitoring and Evaluation Report will be presented to USAID on November 15, 2005. Future reports will be submitted on the same day in subsequent years throughout the entire life of the project.

This M&E plan recognizes that our technical assistance cannot proceed at the same pace and scale in all the selected municipalities. It reflects the reality that progress toward each goal will be more rapid in those municipalities where institutional capacity and performance is relatively high than in those municipalities where institutional capacity and performance is relatively low. The M&E reports will emphasize those activities that have made tangible progress during each reporting period. Where problems are encountered which cause delays or otherwise hinder achievement of planned results, Program will identify these problems in the report and state what steps have been or are being taken to remedy them.

V. Performance Monitoring Plan Tables

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
IR 2.0: Greater Transparency and Accountability of Governments							
Sub-IR 2.1: More transparent systems for management of public resources by local governments.	% annual increase in tax revenues collected in the group of municipalities selected by the Program	PDGL and Ministry of Finance records	Annual revision of data source records	Raúl Huertas	Annual comparison with previous year targets and data	Jorge Escoto	High
LLR 2.1.1. SIAF-Muni fully implemented in selected municipalities	% of Municipalities that have implemented the SIAF Muni, in relation to the total Program target for this LLR	PDGL, SIAF SAG, and local government records	Annual revision of data source records	Raúl Huertas	Annual comparison with previous year targets and data	Jorge Escoto	Low
LLR 2.1.2. Civil Registry System implemented in selected municipalities	% of Municipalities that have Civil Registry Systems implemented, in relation to total Program target for this LLR	PDGL, SIAF SAG, and local government records	Annual revision of data source records	Raúl Huertas	Annual comparison with previous year targets and data	Jorge Escoto	Low
LLR 2.1.3. Certification program for municipal financial managers developed and implemented in selected municipalities	% of Municipalities in which the Certification program for municipal financial managers is developed, in relation to total Program target for this LLR	PDGL, RENICAM, and local government records	Annual revision of data source records	Raúl Huertas	Annual comparison with previous year targets and data	Jorge Escoto	Low

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
<u>LLR 2.1.4.</u> National level replication plan for municipal financial managers Certification Program promoted.	Signature of corresponding letter or agreement	PDGL and RENICAM records	Annual revision of data source records	Raúl Hiertas	Comparison with date estimated in the PM&E	Jorge Escoto	Low
<u>LLR 2.1.5.</u> Improved transparency in municipal procurement processes, procedures & systems (Guatecompras) in selected municipalities.	% of Municipalities that have implemented Guatecompras, in relation to the total Program target for this LLR	PDGL, SIAF SAG, and local government records	Annual revision of data source records	Raúl Hiertas	Annual comparison with previous year targets and data	Jorge Escoto	Moderate
<u>LLR 2.1.6.</u> Internal audit units and financial management units AFIMs are operating effectively in selected MUN/MAN	% of Municipalities that have AFIMS operating effectively, in relation to the total Program target for this LLR	PDGL, Controller General, and local government records	Annual revision of data source records	Raúl Hiertas	Annual comparison with previous year targets and data	Jorge Escoto	Moderate
	% of Municipalities that have UDAls, in relation to the total Program target for this LLR	PDGL, Controller General, and local government records	Annual revision of data source records	Raúl Hiertas	Annual comparison with previous year targets and data	Jorge Escoto	Moderate
<u>LLR 2.1.7.</u> USAID electronic tax roll system fully operational in selected municipalities and the system is disseminated at the national level.	% of Municipalities that have electronic tax roll systems operational, in relation to the total Program target for this LLR	PDGL, SIAF SAG, and local government records	Annual revision of data source records	Raúl Hiertas	Annual comparison with previous year targets and data	Jorge Escoto	Moderate
<u>LLR 2.1.8.</u> Selected municipalities present sustained increased in own-source revenues.	% of Municipalities that register an increase in tax revenue as a percentage of total revenues, in relation to the total Program target for this LLR	PDGL, Ministry of Finance, INFOM, and local government records	Annual revision of data source records	Raúl Hiertas	Annual comparison with previous year targets and data	Jorge Escoto	High

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
<u>LLR 2.1.9.</u> Public-private partnership for local economic development (LED) functioning in selected municipalities and mancomunidades, based on USAID strategic planning methodology.	% of Municipalities with local economic development plans elaborated, in relation to the total Program target for this LLR	PDGL and local government records	Annual revision of data source records	Raúl Huertas	Annual revision of advances in implementation of LED plans	Jorge Escoto	High
<u>LLR 2.1.10.</u> Critical basic municipal service improved in selected municipalities.	% of Municipalities with at least one critical basic service improved, in relation to the total Program target for this LLR	PDGL and local government records	Annual revision of data source records	Raúl Huertas	Annual comparison in the number of services improved	Jorge Escoto	High
<u>LLR 2.1.11.</u> Cost recovery system improved in selected municipalities.	% of Municipalities that have implemented a cost recover system, in relation to the total Program target for this LLR	PDGL and local government records	Annual revision of data source records	Raúl Huertas	Annual comparison in the % of recurring costs auto-financed	Jorge Escoto	High
<u>LLR2.1.12.</u> Municipal level planning improved in selected municipalities.	% of Municipalities with Strategic Plans approved, in relation to the total Program target for this LLR	PDGL and local government records.	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Moderate
<u>LLR 2.1.13.</u> Planning process strengthened in selected mancomunidades.	% de with Strategic Plans approved, in relation to the total Program target for this LLR	PDGL and Mancomunidades records.	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Moderate

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
LLR 2.1.14. Selected mancomunidades are fully functioning and consolidated, with a concrete structure and legal foundation, and regular meetings taking place that result in concrete activities being carried out jointly.	% de Mancomunidades with statutes approved in relation to the total Program target for this LLR	PDGL and Mancomunidades records	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Low

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
Sub-IR 2.2 Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs	Number of Municipalities that have developed at least one new competency as detailed in the National Decentralization Policy	PDGL, SCEP, and local government records	Revision, at the end of the third year of Program implementation, of data source records	Carlos Loria	Comparison, in the third year of Program implementation, with baseline characteristics	Jorge Escoto	Low
<i>LLR 2.2.1. Increased transparency and efficiency in the system of inter-governmental transfers and results well communicated to Guatemalan municipalities</i>	Presentation to the Ministry of Finance of the proposed modification to the system of inter-governmental transfers system	PDGL and Ministry of Finance records	Revision, in the second year of Program implementation, of data source records	Carlos Loria	Annual comparison with PM&E targets	Jorge Escoto	Low
<i>LLR 2.2.2. Pilot implementation of decentralization policy (and/or de-concentration efforts) in selected municipalities (and/or departments) & development of policies & procedures for successful national replication</i>	% de Municipalities with staff trained regarding the implementation of the National Decentralization Policy, in relation to the total Program target for this LLR	PDGL, SCEP, and local government records.	Annual revision of data source records	Carlos Loria	Annual comparison with PM&E targets	Jorge Escoto	Moderate

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
<u>LLR 2.2.3.</u> Better coordination between municipal investment and national social investment, especially those that complement USAID Programs in health, education, security, etc.	% de Municipalities in which coordination between national and municipal public investment has been improved, in relation to the total Program target for this LLR	PDGL, SEGEPLAN, and local government records	Annual revision of data source records	Raúl Huertas	Annual comparison with PM&E targets	Jorge Escoto	Moderate
<u>LLR 2.2.4.</u> Policies and practices that regulate and stimulate responsible municipal indebtedness developed and disseminated nationally.	Presentation of the study on legal framework of municipal debt	PDGL and Ministry of Finance records	Annual revision of data source records	Carlos Loría	Comparison with date established in PM&E	Jorge Escoto	Low
	Presentation of the proposal regarding the regulation of municipal indebtedness practices	PDGL and Ministry of Finance records	Annual revision of data source records	Carlos Loría	Comparison with date established in PM&E	Jorge Escoto	Low
<u>LLR 2.2.5</u> Municipal Tax Code (CTM) passed and implementation supported.	Presentation of the study on the Municipal Tax Code	PDGL and Ministry of Finance records	Revision of data source records	Carlos Loría	Comparison with date established in PM&E	Jorge Escoto	Low
	Resolution by the Congressional Commissions of Municipal Affairs and Public Finances Affairs.	PDGL, Congress and Ministry of Finance records	Revision of data source records	Carlos Loría	Comparison with date established in PM&E	Jorge Escoto	Low
<u>LLR 2.2.6</u> Ability of ANAM, AGAAI, and (possibly) selected departmental associations to participate in national policy dialogue strengthened and opportunities for engagement identified.	Approval dates of new statutes for ANAM	PDGL and ANAM records	Revision of data source records	Carlos Loría	Comparison with date established in PM&E	Jorge Escoto	Low
	Approval dates of new statutes for AGAAI	PDGL and AGAAI records	Revision of data source records	Carlos Loría	Comparison with date established in PM&E	Jorge Escoto	Low

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
Sub-IR 2.3 More opportunities for citizen participation in and oversight of local government decision-making	Number of Municipalities with COMUDE Citizen Participation Commissions operating	PDGL and local government records	Annual revision of data source records	Roberto Rodríguez	Annual comparison with previous year data	Jorge Escoto	Moderate
	% of Municipalities that present accountability reports, in relation to the total Program target for this LLR	PDGL, Controller General and local government records	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Moderate
	% of Municipalities in which social auditing reports are presented, in relation to the total Program target for this LLR	PDGL, COMUDES and local government records	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Moderate
LLR 2.3.2. Leadership and Conflict Resolution and negotiation skills of local community and municipal leaders improved in selected municipalities.	% of Municipalities in which leadership and conflict resolution training has been delivered, in relation to the total Program target for this LLR	PDGL and local government records	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Moderate
	LLR 2.3.3. Municipal Development Councils conforming to and functioning in accordance with the applicable law in the selected municipalities.	PDGL, COMUDES and local government records.	Annual revision of data source records	Roberto Rodríguez	Annual comparison with PM&E targets	Jorge Escoto	Moderate

Expected Result	Performance Indicator Definitions and Units of Measurement	Data Source	Data Collection		Data Analysis		Cost
			Method and Frequency of Data Collection	Person or Entity Responsible	Method & Frequency of Data Analysis	Person or Entity Responsible	
<u>LLR 2.3.4.</u> Innovative media and communication mechanisms to improve transparency of municipal operations in place in selected municipalities.	% de Municipalities that have implemented innovative media and communication mechanisms, in relation to the total Program target for this LLR	PDGL and local government records	Annual revision of data source records	Roberto Rodríguez y Patricia de León	Annual comparison with PM&E targets	Jorge Escoto	Low
<u>LLR 2.3.5.</u> Participation in the 2007 elections, particularly for women and the indigenous in selected municipalities increased.	Increase in the percentage of voting amongst women in the 2007 elections, in 3 municipalities of the Program.	PDGL, TSE and local government records	Revision, at the beginning of 2008 of the TSE records	Roberto Rodríguez	Comparison between 2003 and 2007 electoral results, as measured at the beginning of 2008	Jorge Escoto	High

VI. Performance Tracking Table – Planned and Actual Targets

IR 2: Greater Transparency and Accountability of Governments

Sub IR, LRR and Performance Indicator(s)	Project Time Frame									
	Baseline Year – 2005		Year 2006		Year 2007		Year 2008		Year 2009	
	Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Sub-IR 2.1: More transparent systems for management of public resources by local governments.										
% annual increase in tax revenues collected in the group of municipalities selected by the Program	PDGL and Ministry of Finance records	0%			1%		3%		5%	
										7
LLR 2.1.1. SIAF-Muni fully implemented in selected municipalities										
% of Municipalities that have implemented the SIAF Muni, in relation to the total Program target for this LLR	PDGL, SIAF SAG, and local government records	7%	43%		50%		79%		100%	
										14
LLR 2.1.2. Civil Registry System implemented in selected municipalities										
% of Municipalities that have Civil Registry Systems implemented, in relation to total Program target for this LLR	PDGL, SIAF SAG, and local government records	78%	78%		100%		100%		100%	
										9
LLR 2.1.3. Certification Program for municipal financial managers developed and implemented in selected municipalities.										
% of Municipalities in which the Certification program for municipal financial managers is developed, in relation to total Program target for this LLR	PDGL, RENICAM, and local government records	0%	0%		0%		33%		100%	
										9

Sub IR, LRR and Performance Indicator(s)		Baseline Year – 2005		Project Time Frame								Life of Project	
				Year 2006		Year 2007		Year 2008		Year 2009			
		Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	# Municipalities
LLR 2.1.4. National level replication plan for municipal financial managers Certification Program promoted													
Signature of corresponding letter or agreement	PDGL and RENICAM records				October 2007								
LLR 2.1.5. Improved transparency in municipal procurement processes, procedures & systems (Guatecompras) in selected municipalities.													
% of Municipalities that have implemented Guatecompras, in relation to the total Program target for this LLR	PDGL, SIAF SAG, and local government records	38%			62%			77%		100%		13	
LLR 2.1.6. Internal audit units and financial management units (AFIMs) are operating effectively in selected municipalities and best practices developed are disseminated nationally													
% of Municipalities that have AFIMS operating effectively, in relation to the total Program target for this LLR	PDGL, Controller General, and local government records	21%			79%			93%		100%		14	
% of Municipalities that have UDAl's, in relation to the total Program target for this LLR	PDGL, Controller General, and local government records	0%			20%			80%		100%		5	
LLR 2.1.7. USAID electronic tax roll system fully operational in selected municipalities and the system is disseminated at the national level.													
% of Municipalities that have electronic tax roll systems operational, in relation to the total Program target	PDGL, SIAF SAG, and local government	75%			75%			100%		100%		12	

Project Time Frame													
Sub IR, LRR and Performance Indicator(s)		Baseline Year – 2005		Year 2006		Year 2007		Year 2008		Year 2009		Life of Project	
		Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	# Municipalities
for this LLR		records											
LLR 2.1.8. Selected municipalities present sustained increased in own-sources revenues.													
% of Municipalities that register an increase in tax revenue as a percentage of total revenues , in relation to the total Program target for this LLR		PDGL, Ministry of Finance, INFOM, and local government records	0%			29%			71%		100%		7
LLR 2.1.9. Public-private partnership for local economic development (LED) functioning in selected municipalities and mancomunidades, based on USAID strategic planning methodology.													
% of Municipalities with local economic development plans elaborated, in relation to the total Program target for this LLR		PDGL and local government records	57%			57%			86%		100%		7
LLR 2.1.10. Critical basic municipal service improved in selected municipalities.													
% of Municipalities with at least one critical basic service improved, in relation to the total Program target for this LLR		PDGL and local government records	33%			56%			100%		100%		9
LLR2.1.11. Cost recovery system improved in selected municipalities.													
% of Municipalities that have implemented a cost recover system, in relation to the total Program target for		PDGL and local government records	33%			56%			78%		100%		9

Sub IR, LRR and Performance Indicator(s)	Baseline Year – 2005		Project Time Frame								Life of Project	
			Year 2006		Year 2007		Year 2008		Year 2009			
	Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
this LLR												
LLR2.1.12. Municipal level planning improved in selected municipalities.												
% of Municipalities with Strategic Plans approved, in relation to the total Program target for this LLR	PDGL and local government records.	18%	18%		64%		91%		100%		100%	11
LLR2.1.13. Planning process strengthened in selected mancomunidades.												
% de with Strategic Plans approved, in relation to the total Program target for this LLR	PDGL and Mancomunidades records.	25%	25%		50%		75%		100%		100%	4
LLR2.1.14. Selected mancomunidades are fully functioning and consolidated, with a concrete structure and legal foundation, and regular meetings taking place that result in concrete activities being carried out jointly.												
% de Mancomunidades with statutes approved in relation to the total Program target for this LLR	PDGL and Mancomunidades records	25%	25%		50%		75%		100%		100%	4
Sub-IR 2.2 Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs												
Number of Municipalities that have developed at least one new competency as detailed in the National Decentralization Policy	PDGL, SCEP, and local government records	0	0		0		0		2		2	2
LLR 2.2.1. Increased transparency and efficiency in the system of inter-governmental transfers and results well communicated to Guatemalan municipalities												
Presentation to the Ministry of Finance of the proposed modification to the	PDGL and Ministry of		August 2006									

Sub IR, LRR and Performance Indicator(s)	Baseline Year – 2005		Project Time Frame								Life of Project	
			Year 2006		Year 2007		Year 2008		Year 2009			
	Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	# Municipalities
system of inter-governmental transfers system	Finance records											
LLR 2.2.2. Pilot implementation of decentralization policy (and/or de-concentration efforts) in select municipalities (and/or departments) & development of policies & procedures for successful national replication												
% de Municipalities with staff trained regarding the implementation of the National Decentralization Policy, in relation to the total Program target for this LLR	PDGL, SCEP, and local government records.	0%	0%		44%		67%		100%		100%	9
LLR 2.2.3. Better coordination between municipal investment and national social investment, especially those that complement USAID programs in health, education, security, etc.												
% de Municipalities in which coordination between national and municipal public investment has been improved, in relation to the total Program target for this LLR	PDGL, SEGEPLAN, and local government records	0%	0%		33%		100%		100%		100%	6
LLR 2.2.4. Policies and practices that regulate and simulate responsible municipal indebtedness developed and disseminated nationally.												
Presentation of the study on legal framework of municipal debt	PDGL and Ministry of Finance records	August 2005										
Presentation of the proposal regarding the regulation of municipal indebtedness practices	PDGL and Ministry of Finance records	June 2006										Proposal
LLR 2.2.5. Municipal Tax Code (MTC) passed and implementation supported.												
Presentation of the study on the	PDGL and	July										

Sub IR, LRR and Performance Indicator(s)	Project Time Frame									
	Baseline Year – 2005		Year 2006		Year 2007		Year 2008		Year 2009	
	Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
Municipal Tax Code	Ministry of Finance records	2005								
Resolution by the Congressional Commissions of Municipal Affairs and Public Finances Affairs.	PDGL, Congress and Ministry of Finance records		Nov 2006							
LLR 2.2.6. Ability of ANAM, AGAAI, and (possibly) selected departmental associations to participate in national policy dialogue strengthened and opportunities for engagement identified.										
Approval dates of new statutes for ANAM	PDGL and ANAM records		March 2006							
Approval dates of new statutes for AGAAI	PDGL and AGAAI records		Sept 2006							
Sub-IR 2.3 More opportunities for citizen participation in and oversight of local government decision-making										
Number of Municipalities with COMUDE Citizen Participation Commissions operating	PDGL and local government records	0	2		5		7		7	7
LLR 2.3.1. USAID Accountability and Citizen Oversight methodologies are fully institutionalized in selected municipalities and disseminated broadly at the national level.										
% of Municipalities that present accountability reports, in relation to the total Program target for this LLR	PDGL, Controller General, and local government records	69%	69%		77%		100%		100%	13
% of Municipalities in which social auditing reports are presented, in relation to the total Program target for this LLR	PDGL, COMUDES and local government records	0%	0%		14%		86%		100%	7

Sub IR, LRR and Performance Indicator(s)	Baseline Year – 2005		Project Time Frame								Life of Project	
			Year 2006		Year 2007		Year 2008		Year 2009			
	Data Source	Value	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	# Municipalities
LLR 2.3.2. Leadership and Conflict Resolution and negotiation skills of local community and municipal leaders improved in all selected municipalities.												
% of Municipalities in which leadership and conflict resolution training has been delivered, in relation to the total Program target for this LLR	PDGL and local government records	9%	27%		64%		82%		100%		100%	11
LLR 2.3.3. Municipal Development Councils conforming to and functioning in accordance with the applicable law in the selected municipalities.												
% of Municipalities with COMUDES conformed, in relation to the total Program target for this LLR	PDGL, COMUDES and local government records.	0%	8%		100%		100%		100%		100%	13
LLR 2.3.4. Innovative media and communication mechanisms to improve transparency of municipal operations in place in selected municipalities.												
% de Municipalities that have implemented innovative media and communication mechanisms, in relation to the total Program target for this LLR	PDGL and local government records	0%	17%		100%		100%		100%		100%	6
LLR 2.3.5. Participation in the 2007 elections, particularly for women and indigenous in selected municipalities increased.												
Increase in the percentage of voting amongst women in the 2007 elections, in 3 municipalities of the Program.	PDGL, TSE and local government records	0%	0%		100%							3

VII. Annual Targets by LLR (by Municipality and Mancomunidad, as applicable)

<i>Strategic Objective (SO)</i>	Ruling Justly: More responsive, transparent governance.					
<i>Intermediate Result (IR)</i>	Improve citizens' trust in government.					
<i>Intermediate Result 2: (IR 2)</i>	Greater Transparency and Accountability of Governments.					
<i>Sub-IR 2.1</i>	More transparent systems for management of public resources by local governments.					
<i>Lower Level Results (LLRs)</i>	2.1.1 SIAF-Muni fully implemented in selected municipalities.					
<i>Indicator:</i>	SIAF-Muni implemented.					
<i>Definition:</i>	Program selected municipalities install and operate SIAF Muni system					
<i>Unit of Measure:</i>	Percentage of Program selected municipalities that have implemented SIAF Muni, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul				1		1
Nebaj				1		1
Cotzal				1		1
Chiché					1	1
Santa Cruz			1			1
San Pedro Jocopilas					1	1
Pachalum		1				1
Joyabaj					1	1
San Martín Jilotepeque				1		1
Jocotán		1				1
Camotán		1				1
Olopa		1				1
San Juan Ermita		1				1
Cobán	1					1
Villa Nueva						
# of Municipalities (target)	1	6	7	11	14	14
% of Target Accomplished	7%	43%	50%	79%	100%	100%
% of total municipalities in which Program operates	7%	40%	47%	73%	93%	93%

Cobán installed SIAF-Muni on March 1, 2005 and San Juan Ermita on 15 May 2005. Villa Nueva will install SICOIN, not SIAF-Muni. In the Oriente, SIAF-Muni will be installed with the support of Cooperación Española and PDGL. Pachalum and San Juan Ermita reported in the Baseline study that in had already installed SIAF-Muni, but in follow up visits this proved to be incorrect. All of the municipalities identified this LLR as a priority for the first year of Program implementation. Nonetheless, targets have been established taking into account the necessary support of the Project SIAF-SAG of the Ministry of Finance.

ANNUAL TARGETS by LLR by Municipality

<i>Strategic Objective (SO)</i>	Ruling Justly: More responsive, transparent governance.					
<i>Intermediate Result (IR)</i>	Improve citizens' trust in government.					
<i>Intermediate Result 2: (IR 2)</i>	Greater Transparency and Accountability of Governments.					
<i>Sub-IR 2.1</i>	<i>More transparent systems for management of public resources by local governments.</i>					
<i>Lower Level Results (LLRs)</i>	2.1.2 Civil Registry System implemented in selected municipalities.					
<i>Indicator:</i>	Civil Registry module installed and functioning at municipal level					
<i>Definition:</i>	Program municipalities install information systems in order to digitalize the Civil Registry					
<i>Unit of Measure:</i>	Percentage of municipalities that have computerized Civil Registry systems installed, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj						
Cotzal	1					1
Chiché	1					1
Santa Cruz			1			1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj	1					1
San Martín Jilotepeque	1					1
Jocotán						
Camotán						
Olopa						
San Juan Ermita			1			1
Cobán	1					1
Villa Nueva	1					1
# of Municipalities (target)	7	7	9	9	9	9
% of Target Accomplished	78%	78%	100%	100%	100%	100%
% of total municipalities in which Program operates	47%	47%	60%	60%	60%	60%

No municipalities identified the Civil Registry as a priority for the first year of Program implementation which is why targets are set for 2007 onwards.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.3 Certification Program for municipal financial managers developed and implemented in selected municipalities					
Indicator:	Certification Program implemented					
Definition:	Municipal financial managers are trained (based on specific curriculum o designed by the Program and/or in alliance with other partners) are obtain a certificate detailing the training received.					
Unit of Measure:	Percentage of municipalities that have received the Certification Program, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul					1	1
Nebaj					1	1
Cotzal					1	1
Chiché					1	1
Santa Cruz				1		1
San Pedro Jocopilas					1	1
Pachalum				1		1
Joyabaj					1	1
San Martín Jilotepeque				1		1
Jocotán						
Camotán						
Olopa						
San Juan Ermita						
Cobán						
Villa Nueva						
# of Municipalities (target)	0	0	0	3	9	9
% of Target Accomplished	0%	0%	0%	33%	100%	100%
% of total municipalities in which Program operates	0%	0%	0%	20%	60%	60%

The training program will be developed in 2006, along with necessary alliances and logistical arrangements to begin full implementation of the Certification Program in 2007 in select Program municipalities.

ANNUAL TARGETS by LLR

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.4 National level replication plan for municipal financial managers Certification Program promoted					
Indicator:	Certification Program replicated					
Definition:	At least one training institution, with coverage outside of the Program's geographic area, utilizes the Certification Program developed with USAID support.					
Unit of Measure:	Agreement signed					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Agreement Signature Date			Oct-07			

It is anticipated that the agreement could be signed with RENICAM if this theme is included in the strategic plan being elaborated presently by RENICAM. If this is the case, the Program would provide support to role out the Certification Program in 2007.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.5 Improved transparency in municipal procurement processes, procedures & systems (Guatecompras) in selected municipalities.					
Indicator:	Guatecompras implemented					
Definition:	Program selected municipalities install and operate Guatecompras system					
Unit of Measure:	Percentage of municipalities that have implemented Guatecompras, in relation to the total Program target for this LLR.					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul					1	1
Nebaj	1					1
Cotzal					1	1
Chiché					1	1
Santa Cruz				1		1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj				1		1
San Martín Jilotepeque	1					1
Jocotán	1					1
Camotán			1			1
Olopa			1			1
San Juan Ermita			1			1
Cobán	1					1
Villa Nueva						
# of Municipalities (target)	5	5	8	10	13	13
% of Target Accomplished	38%	38%	62%	77%	100%	100%
% of total municipalities in which Program operates	33%	33%	53%	67%	87%	87%

Chiché hopes to implement Guatecompras as soon as possible. Santa Cruz relieves that Guatecompras is not a viable tool and the Mayor has expressed serious misgivings regarding the system. Camotán has expressed difficulties in maintaining the system. Olopa will shortly begin to use Guatecompras. San Juan Ermita already used Guatecompras for Projects with low values. Villa Nueva is hesitant to utilize the system.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.6 a) Internal audit units and financial management units (AFIMs) are operating effectively in selected municipalities and best practices developed are disseminated nationally.					
Indicator:	AFIMs implemented					
Definition:	Program selected municipalities create and support AFIMS, that respond to the regulations and needs of the Controller General.					
Unit of Measure:	Percentage of municipalities that have installed AFIMs, in relation to the total Program target for this LLR.					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul			1			1
Nebaj			1			1
Cotzal					1	1
Chiché			1			1
Santa Cruz			1			1
San Pedro Jocopilas				1		1
Pachalum			1			1
Joyabaj				1		1
San Martín Jilotepeque			1			1
Jocotán			1			1
Camotán			1			1
Olopa	1					1
San Juan Ermita	1					1
Cobán	1					1
Villa Nueva						
# of Municipalities (target)	3	3	11	13	14	14
% of Target Accomplished	21%	21%	79%	93%	100%	100%
% of total municipalities in which Program operates	20%	20%	73%	87%	93%	93%

The Municipal Code mandates that AFIMs should be installed before 2006; however, certain municipalities do not exhibit sufficient capabilities to meet this requirement.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.6 b) Internal audit units and financial management units (AFIMs) are operating effectively in selected municipalities and best practices developed are disseminated nationally.					
Indicator:	UDAls implemented					
Definition:	Program selected municipalities create and support Internal Audit Units (UDAls), that respond to the regulations and needs of the Controller General.					
Unit of Measure:	Percentage of municipalities that have created and support UDAls, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj						
Cotzal						
Chiché				1		1
Santa Cruz					1	1
San Pedro Jocopilas						
Pachalum						
Joyabaj						
San Martín Jilotepeque						
Jocotán						
Camotán				1		1
Olopa						
San Juan Ermita				1		1
Cobán			1			1
Villa Nueva						
# of Municipalities (target)	0	0	1	4	5	5
% of Target Accomplished	0%	0%	20%	80%	100%	100%
% of total municipalities in which Program operates	0%	0%	7%	27%	33%	33%

Cotzal and Joyabaj have expressed interest while Chiché is awaiting approval from its municipal board. Camotán and San Juan Ermita have obtained external advice on UDAls. Cobán already has a budget and is pending installation of the UDAI. Other municipalities might form a collective agreement to fund the auditor's salary and/or will substitute the Treasury (legally permitted).

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.7 USAID electronic tax roll system fully operational in selected municipalities and the system is disseminated at the national level.					
Indicator:	Tax roll system implemented					
Definition:	Program selected municipalities implement tax roll systems either as part of the SIAF Muni system or as independent systems.					
Unit of Measure:	Percentage of municipalities that have implemented tax roll systems, in relation to the total Program target for this LLR.					
	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul	1					1
Nebaj	1					1
Cotzal				1		1
Chiché						
Santa Cruz	1					1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj						
San Martín Jilotepeque	1					1
Jocotán				1		1
Camotán				1		1
Olopa	1					1
San Juan Ermita	1					1
Cobán	1					1
Villa Nueva	1					1
# of Municipalities (target)	9	9	9	12	12	12
% of Target Accomplished	75%	75%	75%	100%	100%	100%
% of total municipalities in which Program operates	60%	60%	60%	80%	80%	80%

The majority of the municipalities already have software in place in order to manage the tax roll system, although many have expressed an interest to upgrade. Municipalities without a system in place will likely install a system as part of the implementation of SIAF Muni.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.8 Selected municipalities present sustained increased in own-source revenues.					
Indicator:	Increase in municipal tax revenues					
Definition:	Program selected municipalities increase tax revenues as compared to the base year (2005)					
Unit of Measure:	Percentage of municipalities that have increased the ratio of tax revenue to total revenue, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj						
Cotzal						
Chiché				1		1
Santa Cruz				1		1
San Pedro Jocopilas						
Pachalum						
Joyabaj					1	1
San Martín Jilotepeque				1		1
Jocotán					1	1
Camotán						
Olopa						
San Juan Ermita						
Cobán			1			1
Villa Nueva			1			1
# of Municipalities (target)	0	0	2	5	7	7
% of Target Accomplished	0%	0%	29%	71%	100%	100%
% of total municipalities in which Program operates	0%	0%	13%	33%	47%	47%

Advances in this LLR could vary significantly depending on the approval of the Municipal Tax Code. Information is only available for tax revenues (not for own-source revenues), as the classification by SIAFITO and SIAF Muni do not detail such revenues, reason for which tax revenues are being analyzed.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.9 Public-private partnership for local economic development (LED) functioning in selected municipalities and mancomunidades, based on USAID strategic planning methodology.					
Indicator:	Local Economic Development Plans designed					
Definition:	Program municipalities and/or mancomunidades design or update local economic development plans, with the active participation of the private sector, utilizing a methodology established with USAID program support.					
Unit of Measure:	Percentage of municipalities that have designed local economic development plans, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj				1		1
Cotzal						
Chiché						
Santa Cruz					1	1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj						
San Martín Jilotepeque	1					1
Jocotán						
Camotán				1		1
Olopa						
San Juan Ermita						
Cobán	1					1
Villa Nueva	1					1
# of Municipalities (target)	4	4	4	6	7	7
% of Target Accomplished	57%	57%	57%	86%	100%	100%
% of total municipalities in which Program operates	27%	27%	27%	40%	47%	47%

Initially the Program will work to revise and update plans that already exist in 4 municipalities (as defined by the Baseline Study). Following municipal elections in 2007, other municipalities will be targeted for local economic development support.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.10 Critical basic municipal service improved in selected municipalities.					
Indicator:	Basic Municipal Service improved					
Definition:	At least one basic municipal service is improved, with corresponding regulation, in Program selected municipalities, with direct support provided by the Program.					
Unit of Measure:	Percentage of municipalities that that improved one basic service, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj						
Cotzal						
Chiché						
Santa Cruz				1		1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj						
San Martín Jilotepeque				1		1
Jocotán				1		1
Camotán				1		1
Olopa			1			1
San Juan Ermita			1			1
Cobán	1					1
Villa Nueva	1					1
# of Municipalities (target)	3	3	5	9	9	9
% of Target Accomplished	33%	33%	56%	100%	100%	100%
% of total municipalities in which Program operates	20%	20%	33%	60%	60%	60%

Chajul is hesitant to work in basic services. Santa Cruz has prioritized drinking water. In Pachalum, drinking water is a concession and the authorities are interested in improving usage of a municipal stadium and a municipal market. Joyabaj hopes to improve services and update rates. In San Martín a hospital is being constructed and there is interest in installing a garbage incinerator but require technical assistance. Water is a sensitive subject in Camotán and Jocotán, Olopa and San Juan Ermita have also asked for assistance in this area. Cobán hopes to improve water and garbage collection services. Villa Nueva is in the process of forming a municipal water company, although it is pending the approval of the new National Water Law.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.11 Cost recovery system improved in selected municipalities.					
Indicator:	Cost recovery system implemented					
Definition:	Program municipalities implement a system to increase cost recovery in municipal services, with technical assistance from the Program					
Unit of Measure:	Percentage of municipalities that implement a cost recovery system, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj	1					1
Cotzal	1					1
Chiché						
Santa Cruz					1	1
San Pedro Jocopilas						
Pachalum					1	1
Joyabaj						
San Martín Jilotepeque				1		1
Jocotán			1			1
Camotán				1		1
Olopa			1			1
San Juan Ermita	1					1
Cobán						
Villa Nueva						
# of Municipalities (target)	3	3	5	7	9	9
% of Target Accomplished	33%	33%	56%	78%	100%	100%
% of total municipalities in which Program operates	20%	20%	33%	47%	60%	60%

Chajul and Joyabaj are hesitant to recuperate costs as it fears high levels of conflict. In Nebaj even though rates are low, there is a low level of non-payment. In Cotzal a new rate policy has resulted in a decrease in overdue payments. Chiché is not particularly interested in this theme. Santa Cruz already has a USAID study identifying possible cost recovery increases, but has not implemented the plan and overdue payments are low. San Pedro, Jocotán and Camotán have expressed interest in this area and have high existing overdue rates. Pachalum would like to promote a self-sustaining stadium and municipal market. San Martín hopes to adjust rates in the city center. Olopa collected 50% of the overdue rate in Feb. 2005. San Juan Ermita would like to update rates. Cobán hopes for self-sustainable services. Villa Nueva finances up to 50% of public works with improvement contributions.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.12 Municipal level planning improved in selected municipalities.					
Indicator:	Participatory strategic planning implemented and/or strengthened					
Definition:	Program municipalities design and/or update their strategic plans, using participatory methods, with technical assistance from the Program					
Unit of Measure:	Percentage of municipalities that have participatory strategic plans approved, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul			1			1
Nebaj			1			1
Cotzal			1			1
Chiché						
Santa Cruz	1					1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj						
San Martín Jilotepeque						
Jocotán				1		1
Camotán				1		1
Olopa			1			1
San Juan Ermita			1			1
Cobán				1		1
Villa Nueva					1	1
# of Municipalities (target)	2	2	7	10	11	11
% of Target Accomplished	18%	18%	64%	91%	100%	100%
% of total municipalities in which Program operates	13%	13%	47%	67%	73%	73%

In 2006, the Program will work principally in the revision and/or update of existing municipal strategic plans.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.13 Planning process strengthened in selected mancomunidades.					
Indicator:	Mancomunidad strategic plans improved					
Definition:	Program mancomunidades design and/or update strategic plans, with technical assistance from the Program					
Unit of Measure:	Percentage of mancomunidades that have strategic plans approved in relation to the total Program mancomunidades					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
ERIPAZ			1			1
SECTOR CENTRAL DE EL QUICHE					1	1
CONVERGENCIA DE LOS OCHO				1		1
COPAN CHORTI	1					1
# of Mancomunidades (target)	1	1	2	3	4	4
% of total mancomunidades in which Program operates	25%	25%	50%	75%	100%	100%

The Program will work in the revision and/or update of strategic plans of ERIPAZ, Copán Chortí and the Convergencia de los Ocho. The Program will work to help develop the strategic plan of the Mancomunidad Sector Central de El Quiché, once this mancomunidad is legally formed. It is anticipated that the process of revision and/or update will take up to a year, which is why results are first posted in 2007.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.1	More transparent systems for management of public resources by local governments.					
Lower Level Results (LLRs)	2.1.14 Selected mancomunidades are fully functioning and consolidated, with a concrete structure and legal foundation, and regular meetings taking place that result in concrete activities being carried out jointly.					
Indicator:	Mancomunidad institutional structures are strengthened					
Definition:	Program mancomunidades strengthen their legal and institutional structure by designing and/or revising governing statutes, with technical assistance from the Program					
Unit of Measure:	Percentage of mancomunidades with approved Statutes in relation to the total Program mancomunidades					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
ERIPAZ			1			1
SECTOR CENTRAL DE EL QUICHE					1	1
CONVERGENCIA DE LOS OCHO				1		1
COPAN CHORTI	1					1
# of Mancomunidades (target)	1	1	2	3	4	4
% of total Mancomunidades in which Program operates	25%	25%	50%	75%	100%	100%

ANNUAL TARGETS by LLR by Municipality

<i>Strategic Objective (SO)</i>	Ruling Justly: More responsive, transparent governance.					
<i>Intermediate Result (IR)</i>	Improve citizens' trust in government.					
<i>Intermediate Result 2: (IR 2)</i>	Greater Transparency and Accountability of Governments.					
<i>Sub-IR 2.2</i>	<i>Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs.</i>					
<i>Lower Level Results (LLRs)</i>	2.2.1 Increased transparency and efficiency in the system of intergovernmental transfers and results well communicated to Guatemalan municipalities.					
<i>Indicator:</i>	Inter-governmental transfer system strengthened					
<i>Definition:</i>	Program support to the Ministry of Finance to design proposals to be presented to the Congress in order to reform the Inter.-governmental transfer system resulting in increased transparency and efficiency					
<i>Unit of Measure:</i>	Presentation to the Ministry of Finance of proposed modifications to the Inter-governmental transfer system.					
ACTIVITY	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Presentation of the proposal to the Ministry of Finance.	No existing proposals	August 06				Proposal

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.2	<i>Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs.</i>					
Lower Level Results (LLRs)	2.2.2 Pilot implementation of decentralization policy (and/or de-concentration efforts) in selected municipalities (and/or departments) & development of policies & procedures for successful national replication.					
Indicator:	Decentralization policy implemented					
Definition:	Support provided to Program municipalities to help inform and train municipal authorities regarding the National Decentralization Policy.					
Unit of Measure:	Percentage of municipalities with authorities trained in the implementation of the National Decentralization Policy, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul					1	1
Nebaj					1	1
Cotzal					1	1
Chiché						
Santa Cruz				1		1
San Pedro Jocopilas						
Pachalum				1		1
Joyabaj						
San Martín Jilotepeque						
Jocotán			1			1
Camotán			1			1
Olopa			1			1
San Juan Ermita			1			1
Cobán						
Villa Nueva						
# of Municipalities (target)	0	0	4	6	9	9
% of Target Accomplished	0%	0%	44%	67%	100%	100%
% of total municipalities in which Program operates	0%	0%	27%	40%	60%	60%

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.2	<i>Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs.</i>					
Lower Level Results (LLRs)	2.2.3 Better coordination between municipal investment and national social investment, especially those that complement USAID Programs in health, education, security, etc.					
Indicator:	Investment coordination mechanisms established and/or improved					
Definition:	The Program, working in conjunction with SEGEPLAN, supports the elaboration of the investment budgets in select municipalities, emphasizing coordination and compatibility with both local and national priorities.					
Unit of Measure:	Percentage of Program municipalities that exhibit improved coordination, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj				1		1
Cotzal						
Chiché						
Santa Cruz				1		1
San Pedro Jocopilas						
Pachalum			1			1
Joyabaj						
San Martín Jilotepeque			1			1
Jocotán						
Camotán						
Olopa				1		1
San Juan Ermita				1		1
Cobán						
Villa Nueva						
# of Municipalities (target)	0	0	2	6	6	6
% of Target Accomplished	0%	0%	33%	100%	100%	100%
% of total municipalities in which Program operates	0%	0%	13%	40%	40%	40%

ANNUAL TARGETS

<i>Strategic Objective (SO)</i>	Ruling Justly: More responsive, transparent governance.					
<i>Intermediate Result (IR)</i>	Improve citizens´ trust in government.					
<i>Intermediate Result 2: (IR 2)</i>	Greater Transparency and Accountability of Governments.					
<i>Sub-IR 2.2</i>	<i>Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens´ needs.</i>					
<i>Lower Level Results (LLRs)</i>	2.2.4 Policies and practices that regulate and stimulate responsible municipal indebtedness developed and disseminated nationally.					
<i>Indicator:</i>	Strengthened regulatory framework for municipal debt					
<i>Definition:</i>	The Ministry of Finance, with Program support, designs a proposal to reform the regulatory framework for municipal debt, that in terms strengthens the role of the Ministry of Finance as an oversight institution and strengthens the financial health of municipalities					
<i>Unit of Measure:</i>	Proposed reforms presented to the Ministry of Finance					
Activity	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Study regarding the legal framework of municipal debt conducted	August-05					Proposal
Proposal for regulation presented		Jun-06				Proposal

ANNUAL TARGETS

<i>Strategic Objective (SO)</i>	Ruling Justly: More responsive, transparent governance.					
<i>Intermediate Result (IR)</i>	Improve citizens' trust in government.					
<i>Intermediate Result 2: (IR 2)</i>	Greater Transparency and Accountability of Governments.					
<i>Sub-IR 2.2</i>	<i>Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs.</i>					
<i>Lower Level Results (LLRs)</i>	2.2.5 Municipal Tax Code (MTC) passed and implementation supported.					
<i>Indicator:</i>	Municipal Tax Code supported					
<i>Definition:</i>	The Congressional Commission on Municipal Affairs, with the support input from two studies undertaken by the Program, supports the Municipal Tax Code					
<i>Unit of Measure:</i>	The Congressional Commissions on Municipal Affairs and Public Finances formalizes its support					
ACTIVITY	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Comparative study on the Municipal Tax Code	Jul-05					
The Congressional Commission on Municipal Affairs formalizes its support		Nov-06				Favorable Report

ANNUAL TARGETS

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.2	<i>Increased devolution of responsibilities and resources to the local level resulting in greater responsiveness by local governments to citizens' needs.</i>					
Lower Level Results (LLRs)	2.2.6 Ability of ANAM, AGAAI, and (possibly) selected departmental associations to participate in national policy dialogue strengthened and opportunities for engagement identified.					
Indicator:	Statutes revised, updated, and approved					
Definition:	Program support is provided to help both ANAM and AGAAI update statutes, to promote institutional strengthening based on active and effective participation and open dialogue policy.					
Unit of Measure:	ANAM and AGAAI Statutes approved and/or updated					
ACTIVITY	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
ANAM statutes revised, updated, and approved	No existing statutes or outdated statutes	Mar-06				Statutes Approved
AGAAI statutes revised, updated, and approved	No existing statutes or outdated statutes	Sep-06				Statutes Approved

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.3	More opportunities for citizen participation in and oversight of local government decision-making					
Lower Level Results (LLRs)	2.3.1 a) USAID Accountability and Citizen Oversight methodologies fully institutionalized in selected municipalities and disseminated broadly at the national level.					
Indicator:	Accountability and citizen oversight reports published					
Definition:	The Program trains and provides ongoing support to the municipalities in the preparation of regular reports, as established by the law, utilizing specific tools and methodologies supported by USAID					
Unit of Measure:	Percentage of municipalities that publish reports, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul	1					1
Nebaj	1					1
Cotzal	1					1
Chiché	1					1
Santa Cruz	1					1
San Pedro Jocopilas						
Pachalum	1					1
Joyabaj						
San Martín Jilotepeque				1		1
Jocotán				1		1
Camotán				1		1
Olopa			1			1
San Juan Ermita	1					1
Cobán	1					1
Villa Nueva	1					1
# of Municipalities (target)	9	9	10	13	13	13
% of Target Accomplished	69%	69%	77%	100%	100%	100%
% of total municipalities in which Program operates	60%	60%	67%	87%	87%	87%

Chajul presented a report in January 2005, while Cotzal, Chiché and Santa Cruz did so in 2004. San Pedro has never prepared a report. Pachalum has prepared reports, but hope to improve the format. Joyabaj and San Martín Jilotepeque do not prepare reports because the COCODES "supervise municipal works". Jocotán and Camotan do not prepare reports but publish an annual review of accomplishments. Olopa holds open sessions for the public. San Juan Ermita presented its most recent report in 2005. Cobán presents trimester reports to the COMUDES. Villa Nueva holds open sessions – last held in March 2006. With the exception of Cobán and Villa Nueva, all of the municipalities chose this LLR as a priority for the first year of Program implementation and the Program will provide support for improved formats for municipalities that already are producing

information and gradually begin to work with the remaining 4 municipalities in subsequent years.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.3	<i>More opportunities for citizen participation in and oversight of local government decision-making</i>					
Lower Level Results (LLRs)	2.3.1b) USAID Accountability and Citizen Oversight methodologies fully institutionalized in selected municipalities and disseminated broadly at the national level.					
Indicator:	Social auditing mechanisms in place					
Definition:	The Program trains and supports citizen groups in order to present social auditing reports to the municipal government and the public, according to the law, using methodologies and tools designed by the Program					
Unit of Measure:	Percentage of municipalities in which social auditing reports are published, in relation to the total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj						
Cotzal						
Chiché						
Santa Cruz					1	1
San Pedro Jocopilas						
Pachalum				1		1
Joyabaj						
San Martín Jilotepeque						
Jocotán				1		1
Camotán				1		1
Olopa				1		1
San Juan Ermita				1		1
Cobán			1			1
Villa Nueva						
# of Municipalities (target)	0	0	1	6	7	7
% of Target Accomplished	0%	0%	14%	86%	100%	100%
% of total municipalities in which Program operates	0%	0%	7%	40%	47%	47%

Cobán was the only municipality that prioritized social auditing for the first year of Program implementation. The Oriente municipalities, as well as Nebaj, have Commissions but they have yet to present reports (Oriente supported by both UNDP and Cooperación Española). Chajul and Cotzal have expressed interest. Chiché has begun the process. Santa Cruz, San Martín y Joyabaj are not interested.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.3	<i>More opportunities for citizen participation in and oversight of local government decision-making</i>					
Lower Level Results (LLRs)	2.3.2 Leadership and conflict resolution and negotiation skills of local community and municipal leaders improved in selected municipalities.					
Indicator:	Local leaders trained					
Definition:	The Program, working with other organizations, trains and/or supports training processes of local leaders of the COMUDEs in order to strengthen their skills in leadership, conflict resolution and negotiation in Program municipalities					
Unit of Measure:	Percentage of municipalities in which leadership and conflict resolution and negotiation skills training has provided, in relation to total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul			1			1
Nebaj					1	1
Cotzal					1	1
Chiché						
Santa Cruz			1			1
San Pedro Jocopilas						
Pachalum		1				1
Joyabaj						
San Martín Jilotepeque						
Jocotán				1		1
Camotán			1			1
Olopa			1			1
San Juan Ermita				1		1
Cobán		1				1
Villa Nueva	1					1
# of Municipalities (target)	1	3	7	9	11	11
% of Target Accomplished	9%	27%	64%	82%	100%	100%
% of total municipalities in which Program operates	7%	20%	47%	60%	73%	73%

In 2006 the Program will work only in the municipalities that exhibit the most favorable conditions to initiate training. En Villa Nueva, this will be emphasized under the LLR relating to security, in line with the unified strategy defined by the USAID programs working group.

USAID Decentralization and Local Governance Program

ANNUAL TARGETS by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.3	<i>More opportunities for citizen participation in and oversight of local government decision-making</i>					
Lower Level Results (LLRs)	2.3.3 Municipal Development Councils conforming to and functioning in accordance with the applicable law in the selected municipalities.					
Indicator:	COMUDES formed and functioning					
Definition:	The Program provides support to help ensure that the COMUDES are formed according to the law and that they are characterized by active and positive citizen participation in local affairs.					
Unit of Measure:	Percentage of municipalities in which COMUDES are operating, in relation to total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul			1			1
Nebaj			1			1
Cotzal			1			1
Chiché			1			1
Santa Cruz			1			1
San Pedro Jocopilas						
Pachalum			1			1
Joyabaj						
San Martín Jilotepeque			1			1
Jocotán			1			1
Camotán			1			1
Olopa			1			1
San Juan Ermita			1			1
Cobán			1			1
Villa Nueva		1 *				1
# of Municipalities (target)	0	1	13	13	13	13
% of Target Accomplished	0%	8%	100%	100%	100%	100%
% of total municipalities in which Program operates	0%	7%	87%	87%	87%	87%

The Program does not have specific information regarding COMUDES for the base year since this LLR was added-on after the Baseline Study was conducted. Joyabaj and San Pedro Jocopilas are not interested in forming COMUDES. Villa Nueva does not have COMUDES, nor is it interested in forming them. As such, coordination around security issues will be done in conjunction with the Municipal Security Commission established under the Municipal Code. For Villa Nueva, the performance indicator is not the formation of a COMUDE but rather the functioning of the Commission.

ANNUAL TARGETS by LLR by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.3	More opportunities for citizen participation in and oversight of local government decision-making					
Lower Level Results (LLRs)	2.3.4 Innovative media and communication mechanisms to improve transparency of municipal operations in place in selected municipalities.					
Indicator:	Innovative communication mechanisms in place.					
Definition:	The Program helps to identify and design innovative and efficient communication mechanisms between the local government and the community.					
Unit of Measure:	Percentage of municipalities in which innovative communication mechanisms are designed, in relation to total Program target for this LLR					
MUNICIPALITIES	Baseline Status at Program Startup (2005)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul						
Nebaj						
Cotzal						
Chiché						
Santa Cruz						
San Pedro Jocopilas						
Pachalum			1			1
Joyabaj						
San Martín Jilotepeque						
Jocotán			1			1
Camotán			1			1
Olopa			1			1
San Juan Ermita			1			1
Cobán		1				1
Villa Nueva						
# of Municipalities (target)	0	1	6	6	6	6
% of Target Accomplished	0%	17%	100%	100%	100%	100%
% of total municipalities in which Program operates	0%	7%	40%	40%	40%	40%

Cobán identified this LLR as a priority for the first year of Program implementation. The remaining municipalities identified it as priority for 2007 since they already have some sort of municipal publication in place.

USAID Decentralization and Local Governance Program

ANNUAL TARGETS by Municipality

Strategic Objective (SO)	Ruling Justly: More responsive, transparent governance.					
Intermediate Result (IR)	Improve citizens' trust in government.					
Intermediate Result 2: (IR 2)	Greater Transparency and Accountability of Governments.					
Sub-IR 2.3	<i>More opportunities for citizen participation in and oversight of local government decision-making</i>					
Lower Level Results (LLRs)	2.3.5 Participation in the 2007 elections, particularly for women and the indigenous in selected municipalities increased.					
Indicator:	Participation of women in 2007 elections					
Definition:	The Program, working in conjunction with other partners, will participate in electoral awareness campaigns in order to promote voting rights amongst the indigenous and female populations in order to increase participation in the 2007 elections, in 3 Program municipalities in which participation is below the national average.					
Unit of Measure:	Percentage of women voting increased by 2 percentage point in 2007 elections (over 2003 statistics) in 3 Program municipalities					
MUNICIPALITIES	Baseline Status at Program Startup (2003)	ANNUAL TARGETS				Cumulative Targets achieved by Program End Date
		2006	2007	2008	2009	
Chajul	40.5					
Nebaj	44.9					
Cotzal	50.8					
Chiché	46.3					
Santa Cruz	47.2					
San Pedro Jocopilas	40.1					
Pachalum	50.1					
Joyabaj	42.7					
San Martín Jilotepeque	43					
Jocotán	33.7		35.7			1
Camotán	33.5		35.5			1
Olopa	45.3					
San Juan Ermita	41.3					
Cobán	31.1		33.1			1
Villa Nueva	47.6					
NATIONAL AVERAGE	42.8					3

The Program will promote electoral participation of women and the indigenous population, but since electoral records do not exist (detailed by ethnicity), the success in this LLR will be measured by women's participation, although awareness campaigns will be oriented towards both groups.